Chapter III

Sales Orientation Versus Marketing Orientation in Providing Technical Service

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ABSTRACT

All organizations must adopt some method and philosophy of doing business. While a large number of firms worldwide are attempting to adopt a market-driven orientation to operating their business, still others operate from a philosophical basis of a sales-driven orientation. For each of these orientations, providing technical service is a growing challenge. A sales-driven orientation treats technical service as an opportunity to cross-sell. A market-driven orientation allows the organization to establish strong relationships with customers, apply customer relationship management (CRM) principles and continuously gather market intelligence. Enhancing the creativity of those who provide technical services can improve the quality that customers receive. The creativity of technical service providers can be improved through creativity training and adjustments to the work climate. Such training represents an opportunity for improving the quality of technical
service that customers receive and may also increase profitability. Market-driven organizations see providing technical service as an opportunity to improve customer loyalty and establish strategic competitive advantage.

SALES ORIENTATION VERSUS MARKETING ORIENTATION IN PROVIDING TECHNICAL SERVICE

Providing high-quality technical service is a growing challenge for many organizations. Many of the decisions regarding technical service support are directly related to the organization’s intended relationship with its customers. Most contemporary organizations exhibit some degree of being more sales-driven or market-driven. That is, usually organizations purposely adopt or evolve into a specific pattern of dealing with their customers. Usually, this relationship can be categorized as either putting the customer first or putting the sales goals of the organization first. There are degrees to which an organization can be either dedicated to customer satisfaction or to reaching goals for sales volume. Most contemporary organizations must constantly make decisions regarding adoption of more sophisticated information technology in response to growing competition. The basic philosophy with which the organization is managed has a substantial impact, not only on its relationships with its customers but also on its perspective about how it provides technical service to them.

As competition intensifies and technology continues to develop at a speed that is unprecedented, most organizations find themselves under constant pressure to improve the management of resource allocation. In response to these various pressures, organizations often decide to adopt programs designed to enhance the ability of their employees to be creative and conceptualize novel and useful solutions to problems encountered. Certainly, the area of the providing of technical service to customers is considered essential, particularly for market-driven firms. A consistent challenge in high-technology organizations is to consciously adopt competitively viable and profitable business strategies in providing technical service. While being sales-driven may serve to deliver profitability in the short run, this orientation often results in unhappy customers and financial losses in the long run. This is particularly true when competitors are present who have adopted a market-driven approach to managing their marketing and technical service delivery. Our treatise, supported by published literature and industry examples, is that through adopting a market orientation in the provision of technical service, an organization will realize more customer loyalty, be able to manage customer relationships more effectively and reap increases in profit over the long term.
Innovative Technological Paradigms for Corporate Offshoring
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Effective Implementation of Sales-Based CRM Systems: Theoretical and Practical Issues
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